

Excel Program

Steps to Be Undertaken to Meet Goal	Objective and Action Brief Narrative	Current Status	Resources Required	Fiscal Impact
Goal 1 Sustain an effective recruitment and retention program for all city employees				
1 Objective	Advertise for vacant positions in the most cost efficient manner that will attract highly qualified candidates.	Continually	Current	Current
1.1 Action	Continue to analyze on a regular basis, how highly qualified candidates find out about job vacancies.	Continually	Current	Current
1.2 Action	Offer a variety of methods to apply for vacant positions.	In process	Current	Current
1.3 Measure	Annual advertising budget; qualifications of selected candidates			
2 Objective	Expand usage of technology in the area of recruitment.	In process	Current	Current
2.1 Action	Create web based application process	In process	Current - with MIT	Current - with MIT
2.2 Action	Utilize technology to advertise for vacant positions	In process	Current	Current
2.3 Measure	Implementation of on-line application process; increase in responses to ads from the web			
3 Objective	Maintain completion of recruitment and selection process to 90 days.	Continually	Current	Current
3.1 Action	Document and follow time line in advertising and notifying departments on status of job ads.	Continually	Current	Current
3.2 Measure	Vacant position filled within 90 days of advertisement.			
4 Objective	Continue to sustain high statistics in retaining employees.	Continually	Current	Current
4.1 Action	Update Exit Interviews to ensure that we capture areas in need of improvement.	Continually	Current	Current
4.2 Action	Continuously monitor the marketplace for job supply/demand.	Continually	Current	Current
4.3 Action	Continue to forge relationships and support employee groups.	Continually	Current	Current
4.4 Measure	Statistics on employee retention (# of departures in each quarter).			
Goal 2 Continue to provide city-wide training opportunities that foster the mission of COA				
1 Objective	Create sustaining customer focused service program.	In process	Current	Current
1.1 Action	Offer nationally certified training coordinated by AACC to all city employees.	In process	Current	Current

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1.2 Action	Continue to support the Citizen Champions and assist with the completion of their goals and objectives.	In process	Current	Current
1.3 Measure	Reduced complaints from public on customer service issues; The continuation of programs offered by the Citizen Champions.			
2 Objective	Ensure compliance with all local, state and federal personnel laws.	Continually	Current	Current
2.1 Action	Continue e-training program on EEO/sexual harassment issues to remain in compliance with federal laws.	Continuously	Current	Increase in FY 07 budget for training
2.2 Action	Provide specific training to managers and employees on specific personnel topics to assist with compliance of rules and regulations.	Continually	Current	Increase in FY 07 budget for training
2.3 Measure	Reduction or elimination of EEO/sexual harassment lawsuits and employee relations complaints.			
3 Objective	Foster employee health and wellness via training and seminars	Continually	Current	Current
3.1 Action	Continue with monthly Safety Committee meetings and monitoring worker's compensation claims in the City.	Continually	Current	Current
3.2 Action	Offer regular educational programs on health and wellness issues.	Continually	Current	Current
3.3 Measure	Number of Training programs offered in FY; attendance by EE at seminars.			
4 Objective	Assist employees in obtaining education for professional advancement.	In process	Current	Increase in FY 07 funds
4.1 Action	Advertise and fund City's tuition assistance program.	Continually	Current	Current
4.2 Action	Work with departments to locate and send employees to courses related to job duties.	In process	Current	Current
4.3 Measure	Employee promotions to advanced positions; performance review ratings.			
Goal 3 To offer the most cost effective and comprehensive benefit package to City employees.				
1 Objective	Ensure salary competitiveness on all levels.	Continually	Current	FY 07 budget
1.1 Action	Review job descriptions for changes in duties and make adjustments accordingly	Completed	Current	Current

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1.2 Action	Benchmark with area jurisdictions on salary and COLA changes.	Completed	Current	Current
1.3 Measure	Results of Exit interviews; comparative data on salary and COLA changes in COA.			
2 Objective	Offer the best cost effective health care package available	Continually	Current	Current
2.1 Action	Obtain input from unions and benefit focus group.	Completed	Current	Current
2.2 Action	Negotiate with benefit vendors to obtain best cost for benefit.	In process	Current	Increase in FY 07
2.3 Action	Evaluate services provided to determine continued usage and need; add new benefits if needed.	In process	Current	Current
2.4 Measure	Feedback from employees; % increase in benefits.			
3 Objective	Continue non-medical benefits	Continually	Current	Current
3.1 Action	Evaluate usage of tuition reimbursement program, employee committees and programs; add/delete/enhance non benefit programs for EEs	Continually	Current	Current
3.2 Measure	Employee input; cost impact			
Goal 4 Obtain a Human Resources Information System to properly serve all customers				
1 Objective	Provide faster, more detailed HR services to customers	Continually	Current	Current
1.1 Action	Work with MIT to obtain full system devoted to Human Resource Management tasks.	In process	Current	Current
1.2 Action	Work with outside vendors to integrate services with new system	Annually	Current	Current
1.3 Measure	Installation and operation of HRIS.			
2 Objective	Create e-training program			
2.1 Action	Negotiate contract and/or purchase product that will provide needed training to city employees via network	Continually	Current	Current
2.2 Measure	Operation of program throughout City; stats resulting in more training offered to employees at a faster pace.			
3 Objective	Create electronic records archive system	In process	Current	Current
3.1 Action	Work with MIT to obtain system and scan employee documents into HRIS	In process	Current	Current
3.2 Measure	All employee records retrievable via electronic system; no paper records.			

DEPARTMENT: Human Resources

DIRECTOR Kimla T. Milburn

Excel Program

Steps to Be Undertaken to Meet Goal	Objective and Action Brief Narrative	Current Status	Resources Required	Fiscal Impact
4 Objective	Obtain electronic Performance Review Management system	In process	Current	Current
4.1 Action	Work with MIT to create system and implement.	In process	Current	Current
4.2 Measure	All performance reviews are completed and stored electronically.			
5 Objective	Entire application and selection recruitment process conducted electronically	In process	Current	Current
5.1 Action	Work with MIT to complete process by creating program and system to track applications, forward to departments and store info. electronically.	Part of process complete	Current	Current
5.2 Measure	Entire process performed electronically, without paper.			

DEPARTMENT: Human Resources

DIRECTOR: Kimla T. Milburn

Performance Measure Worksheet

EXCEL Program Goal Measure: Outcome Indicator	Efficiency Measure / Indicator				
	FY 05		FY 06		FY 07
	Goal	Actual	Goal	Estimated	Goal
Goal 1 Sustain an effective recruitment and retention program for all city employees					
1.3 All vacant positions filled with budgeted funds		100%	100%	100% (so far)	100%
2.3 On-line application process completed					100%
3.2 All vacant positions filled w/in 90 days	90	98%	90		90
4.4 Number of non-retirement departures	>10		>10		>10
Goal 2 Continue to provide city-wide training opportunities that foster the mission of COA					
1.3 Customer Training and Programs throughout City					
2.2 Compliance of training initiatives based on reduction in EEO Complaints	0	0	0		0
3.3 Number of Training seminars on health and wellness			6		7
4.3 Number of performance based training opportunities					
Goal 3 To offer the most cost effective and comprehensive benefit package to City employees					
1.3 Comparable salaries for EEs					
2.3 Percentage increase in benefit cost	Less than 20%	10%	Less than 20%		Less than market %
3.2 Percent of funds used for tuition reimbursement	100%	75%	100%		
Goal 4 Obtain a Human Resources Information System to properly serve all customers					
1.3 Installation of HRIS					partial - 20%
2.2 Increase in e-training opportunities					10% increase in courses
3.2 Electronic Employee Records					Progress made toward scanner and system
4.2 Electronic Performance Review					Progress made toward electronic review
5.2 Electronic Recruitment Process		20%	40%	40%	60%

BUDGET REQUEST - OPERATING EXPENDITURES

History of Expenditures in Operating Expense Accounts

Department/Division

Human ResourcesFund and Division # 110-41540

Account Title	Actual FY2003	Actual FY2004	Actual FY2005	Budget FY2006	Proposed FY2007
Salaries	\$373,887	\$343,523	\$348,491	\$405,000	\$426,290
Benefits	93,782	87,115	112,264	99,840	121,250
Supplies	16,757	15,759	29,185	30,500	30,500
Utilities	0	0	0	0	0
Education and Travel	17,742	24,852	15,995	26,310	26,310
Repair and Maintenance	184	92	184	200	200
Special Projects	9,718	9,397	9,995	10,000	10,000
Leases	0	0	0	0	0
Contract Services	106,737	89,988	169,703	96,000	96,000
Capital Outlay	0	0	0	0	0
Total	\$618,807	\$570,726	\$685,817	\$667,850	\$710,550

BUDGET REQUEST - OPERATING EXPENDITURES

Description of Expenditures in Operating Expense Accounts

Department/Division

Human Resources

Fund and Division # 110-41540

1	2	
Account Title	Total in Account	Description of Expenditures
Salaries	\$426,290	Appropriation needed as calculated on personnel detail.
Benefits	\$121,250	Retirement and Insurance benefits provided and calculated on personnel detail.
Supplies	\$30,500	Postage, Printing & copying of forms, Paper, Position vacancy announcements in newspapers, periodicals & journals, Testing materials for entry & promotion, Office supplies & N/A small office tools.
Utilities	\$0	Utilities included under General Government Buildings
Education and Travel	\$26,310	Formal instruction & seminars for department personnel, Completion of national HR certification, Regional meetings & conferences for International Personnel Management Assoc & Society for Human Resources Management, Tuition reimbursement, Agency dues
Repair and Maintenance	\$200	Annual contract for four electronic calculators & one electronic typewriter
Special Projects	\$10,000	Employee incentive and awards program
Leases	\$0	
Contract Services	\$96,000	Cost for on-line benefits program, Union & legal negotiations, Employee physicals, Psychological tests for police, Medical lab pre-employment & mandated CDS tests
Capital Outlay	\$0	

Total

\$710,550

BUDGET REQUEST - OPERATING BUDGET

Explanation of Changes in Operating Budget

Department/Division

Human Resources

Fund and Division # 110-41540

Account Title	Budget FY2006	FY2007			Explanations
		Base	Inc(Dec)	Proposed	
Salaries	\$405,000	\$426,290		\$426,290	
Benefits	99,840	121,250		121,250	
Supplies	30,500	30,500		30,500	
Utilities	0	0		0	
Education and Travel	26,310	26,310		26,310	
Repair and Maintenance	200	200		200	
Special Projects	10,000	10,000		10,000	
Leases	0	0		0	
Contract Services	96,000	96,000		96,000	
Capital Outlay	0	0		0	
Total	\$667,850	\$710,550	\$0	\$710,550	

BUDGET REQUEST - OPERATING EXPENDITURES

History of Personnel Expenditures and Staffing

Department/Division

Human Resources

Fund and Division # 110-41540

Description	Actual FY2003	Actual FY2004	Actual FY2005	Budget FY2006	Proposed FY2007
Base Salaries	\$373,887	\$343,279	\$348,491	\$405,000	\$426,290
Overtime	0	244	0	0	0
Doubletime	0	0	0	0	0
Salary Subtotal	\$373,887	\$343,523	\$348,491	\$405,000	\$426,290
Benefits	93,782	87,115	112,264	99,840	121,250
Personnel Totals	\$467,669	\$430,638	\$460,755	\$504,840	\$547,540
<u>Staffing Summary</u>					
Permanent Positions	7	7	7	7	7
Temporary Positions	1	1	1	1	1

DEPARTMENT ENHANCEMENT SUMMARY FORM

Department Human Resources

Form #	Enhancement Title	Short Description	Enhancement Amount
001	Computer Update	Cost for digital camera	\$500.00
002	Contractual Services	Increase in EE Services	\$10,000.00
003	Human Relations Commission	Cost associated with operations	\$6,175.00
004	Salary Increase for Contract Employees	Increase in COLA and merit for contract employees	unknown

Total \$16,675.00

DEPARTMENT ENHANCEMENT DETAIL FORM

Department/Division	<u>Human Resources</u>	Form #	<u>001</u>
Maintain Current Service Level	<u>X</u>	New Service	<u></u>
Enhancement Title	<u>Computer Update</u>	Enhancement Amount	<u>\$500.00</u>

Description/Justification:

Digital camera is needed for Employee Recognition Events, Employee of the Month/Year Awards celebrations, Longevity Award presentations before the City Council, Citizen Centric awards and activities, and city-wide seminars and training events. The camera will allow the Department to visually record these events and publish photographs in the City News Views city magazine, and on the intranet. (\$500.00). We have asked for this enhancement for several years and are asking for serious consideration. Human Resources should have this camera above all other departments simply based upon it's responsibility to administer the employee recognition program. We have had a film camera for many years, however, the flash is no longer working and technology has advanced to the digital production of cameras. Again, we are asking for serious consideration of this request.

DEPARTMENT ENHANCEMENT DETAIL FORM

Department/Division	<u>Human Resources</u>	Form #	<u>002</u>
Maintain Current Service Level	<u>X</u>	New Service	<u></u>
Enhancement Title	<u>Professional Services</u>	Enhancement Amount	<u>\$10,000.00</u>

Description/Justification:

Last year, Human Resources indicated that contractors for services intended to increase fees effective the new contract year of July 1, 2005. Therefore, a budget enhancement was requested to accommodate the increases. Unfortunately, HR did not receive a budget increase to this account and was therefore forced to reduce services in other areas, particularly in the area of City-wide employee training. HR was unable to meet their goals with respect to Citizen Service Training with the Community College as well as Spanish training to support the Citizen Champions. A prior commitment was also made with the Human Relations Commission to support mediation training of new appointees and other costs associated with the Commissions operations.

Additional funds are requested to support the following programs:

1. The City's on line benefits enrollment program through Informed, who increased their fees in July of 2005, and e-training for EEO matters.
2. Assist the Fire Department with their physical assessment and training program by re-instituting physical exams with the City Doctor for all Firefighters (approximately 105) each year, which will increase the total budget allotment for physical exams.
3. Support the City's Commercial Drivers License mandatory random drug testing program in accordance with the federal mandate.
4. Support cost for legal matters such as outstanding union issues (Public Safety Plan document, interpretations of document), rules and regulation review, assistance with employee matters.
5. Training and Education for Conversational Spanish and Citizen Service Training (to support Mayoral goals); Coaching program for managers to assist with implementation of governmental, departmental and employee goals and objectives.

DEPARTMENT ENHANCEMENT DETAIL FORM

Department/Division	Human Resources	Form #	003
Maintain Current Service Level	<input checked="" type="checkbox"/>	New Service	
Enhancement Title	Board/Commission-HRC	Enhancement Amount	\$6,175.00

Description/Justification:

Human Relations Commission needs the following additional funds placed in their fiscal year 2007 budget to accommodate their needs. Due to increases in costs associated with the operation of the Human Resources Department, including vendor cost for items paid from contractual services, the HR Department can no longer fund the needs of the HRC without an enhancement to the budget.

Accordingly, HR is requesting enhancements to the HRC budget to continue their operations. Any questions or concerns regarding the items below can be directed to HR or Mike Keller, Chairman of the HRC.

Mediation Training	\$4,500
Participation in the MLK Breakfast	\$375
Awards	\$300
Printing/Postage	\$750
Supplies	\$250

DEPARTMENT ENHANCEMENT DETAIL FORM

Department/Division	Human Resources		Form #	004
Maintain Current Service Level	<input checked="" type="checkbox"/>	New Service		
Enhancement Title	Salary for Contractual EEs	Enhancement Amount	unknown	

Description/Justification:

While each department is charged with requesting COLA's and salary/benefit adjustments for each employee in their department, HR will do so by way of this enhancement form for FY 2007.

Many contractual employees approach HR during the year requesting assistance in obtaining COLA's equivalent to those given to the employee population, as well as merit increases. Therefore, this form serves as the request to provide all contractual employees listed on the attachment, a COLA equivalent to that given to the non-union employee population, as well as a merit increase of 5.361% on the employees anniversary date/contract commencement date, if the employee has a written performance review of satisfactory or better.